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2000 Annual Program Performance Report

ANIMAL AND PLANT HEALTH INSPECTION SERVICE

Animal and Plant Health Inspection Service
Annual Performance Report
Fiscal Year 2000

The Animal and Plant Health Inspection Service (APHIS) was established on April 2, 1972, pursuant to the authority of the Reorganization Plan No. 2 of 1953. The mission of the Agency is to lead the way in anticipating and responding to issues involving animal and plant health, conflicts with wildlife, environmental stewardship, and animal well-being. Together with our customers and stakeholders, we promote the health of animal and plant resources to facilitate their movement in the global marketplace and to ensure abundant agricultural products and services for U.S. customers.

APHIS is comprised of five major functional areas: (1) Pest and Disease Exclusion, (2) Plant and Animal Health Monitoring, (3) Pest and Disease Management, (4) Animal Care, and (5) Scientific and Technical Services. For the statutory authority for work performed in the five program areas, and for the goals and objectives for each of the program areas, please see the APHIS Strategic Plan.

This FY2000 Annual Program Performance Report for APHIS addresses the performance goals and indicators that were cited in APHIS' FY2000/2001 Annual Performance Plan. Only Federal employees were involved in the preparation of this report.

Note to reader: Since the development of the FY2000 APHIS Annual Performance Plan in September 1999, APHIS engaged in an extensive strategic planning process that resulted in a revision of its strategic plan for FY2000-2005. During this process, a few measures contained in the FY2000 APHIS Annual Performance Plan were discontinued. These measures are clearly referenced at the end of our report in Appendix A.

During its strategic planning process, APHIS also developed many new and improved performance measures to guide program direction and management. APHIS was actually able to collect baseline data during FY2000 for these new measures. These will be reflected in subsequent annual performance plans.

Strategic Goal	Annual Performance Goals/Indicators	1999 Actual	2000 Target	2000 Actual
Strategic Goal 1: Safeguard U.S. plant and animal resources against introductions of foreign pests and diseases, while meeting international trade obligations.	Obj. 1.1 – AQI Minimize the risk of invasive species introduced into the U.S. Compliance rates at U.S. borders for International air travelers Border vehicles Cargo: Sea (refrigerated) Sea (non-refrigerated) Air	 95.8% 97.6% 98.1%	 95.4% 97.1% 96.5%	 95.2% 97.1% 97.3%
	Approach rates at U.S. borders for International air travelers Border vehicles Cargo: Sea (refrigerated) Sea (non-refrigerated) Air	 See Appendix A	 See Appendix A	 See Appendix A
	Satisfy customers and stakeholders Percentage of international air passengers cleared through the Federal Inspection Service primary inspection process within 30 minutes (non-peak times)	85%	85%	85%
	Percentage of international travelers on land borders cleared through the Federal Inspection Service primary inspection process within 30 minutes (non-peak times)	85%	85%	85%
	Obj. 1.2 – Cattle Fever Ticks Limit the number of infested premises found outside the quarantine zone Number of cattle fever tick infested premises found outside the quarantine zone	8	25	31
	Obj. 1.3 – Foot-and-Mouth Disease/Other Foreign Animal Diseases Minimize outbreaks of FMD in Colombia FMD detections: Colombia: Darien Gap buffer zone	0	0	0
	Obj. 1.4 – Fruit Fly Exclusion and Detection Minimize fruit fly outbreaks in Mexico and Guatemala Medfly detections: Chiapas, Mexico Peten free zone (Guatemala)	 180 0	 100 0	 100 0
	Minimize the number of fruit fly outbreaks established in the U.S. Number of fruit fly outbreaks established in the U.S. Severity of fruit fly outbreaks in the U.S. (sq. mi.)	 4 62	 0 162	 1 71.6
	Obj. 1.5 – Import Export Increase the number and value of agricultural products exported from the U.S. New or modified cumulative export protocols facilitating US access to new overseas markets Number of SPS (trade barrier) issues resolved	 32 73	 37 N/A	 49 N/A
	Obj. 1.6 – Screwworm Reduce positive screwworm cases reported in the isthmus of Central America Free areas (U.S., Mexico, Guatemala, Belize, El Salvador, Honduras, Nicaragua) Costa Rica Panama	 2 19 2,943	 0 0 1,500	 0 0 240

	Annual Performance Goals/Indicators	1999 Actual	2000 Target	2000 Actual
	Obj. 1.7 – Tropical Bont Tick Eradicate tropical bont tick in the Caribbean Islands declared free of tropical bont tick	0	3	0
	Obj. 1.8 – Invasive Species (prevention) Enhance APHIS' ability to perform its mission as it relates to preventing the introduction of invasive species in support of Presidential Executive Order 13112 and the National Plant Board's recommendations from their review of APHIS' Pest Safeguarding System New Pathway risk analyses completed New invasive species pathways determined	See Appendix A	See Appendix A	See Appendix A
Strategic Goal 2: Minimize agricultural production losses and export market disruptions by quickly detecting and responding to new invasive agricultural pests and diseases or other emerging agricultural health situations.	Obj. 2.1 – Animal Health Monitoring and Surveillance Identify, maintain, and enhance the health status of U.S. livestock and poultry Percentage of surveyed producers using information from the National Animal Health Monitoring System (NAHMS)	86-89%	75%	78%
	Obj. 2.2 – Pest Surveillance and Detection Use the best information to make risk based decisions on presence/absence/prevalence of diseases of phytosanitary concern Detections of new incidents of exotic plant pests	334	270	482
	Obj. 2.3 – Animal and Plant Health Regulatory Enforcement Increase rates of compliance with Agency regulations Technical quality rating of completed case reports (scale of 1 to 3)	2.2	2.3	2.3
	Obj. 2.4 – Emergency Management System Prevent, detect, and respond to animal health emergencies Number of States and Territories meeting standards for state animal health emergency management systems	N/A	3	0
	Obj. 2.5 – Invasive Species (survey) Enhance APHIS' ability to perform its mission as it relates to preventing the introduction of invasive species in support of Presidential Executive Order 13112 and the National Plant Board's recommendations from their review of APHIS' Pest Safeguarding System New agreements to detect invasive species Detections made as a result of these agreements	See Appendix A	See Appendix A	See Appendix A

Strategic Goal 3: Minimize risks to agricultural production, natural resources, and human health and safety by effectively managing existing agricultural pests and diseases and wildlife damage in the US.	**Annual Performance Goals/Indicators**	**1999 Actual**	**2000 Target**	**2000 Actual**
	Obj. 3.1 – Wildlife Services Operations			
	Protect property, natural resources, and crops from damage caused by beavers			
	Losses avoided in millions of dollars	22	20	27
	Satisfy customers	89%		
	Percentage of Wildlife Services customers satisfied (each year a different customer base is surveyed)	Wildlife Services Livestock customers		
	Direct control and technical assistance customer base		N/A	N/A
	Livestock customers who received direct assistance	89%	N/A	N/A
	Protect threatened and endangered species from harm caused by wildlife			
	Number of species	N/A	80	143
	Percentage of threatened/endangered (T&E) species projects where the wildlife population is increased or maintained	93%	90%	93%
	Protect human health and safety from wildlife risks			
	Increase passenger safety by reducing the risk of aircraft striking wildlife (mammals and birds) *(High Impact Agency Goal)*	75% for 63% of projects	70% for 60% of projects	70% for 51% of projects
	Protect public health by reducing confirmed canine rabies cases in orally vaccinated areas of Texas (% of cases)	95%	95%	100%
	Obj. 3.2 – Aquaculture			
	Facilitate the movement of aquatic animals in international commerce			
	Cumulative number of export markets receiving aquaculture products	50	50	51
	Obj. 3.3 – Biological Control			
	Develop biocontrol programs to prevent/slow pest establishment and spread			
	Number of pests for which biological control programs are developed, implemented or transferred	11	11	11
	Obj. 3.4 – Boll Weevil			
	Eradicate boll weevil			
	Cumulative acres eradicated of boll weevil *(in thousands)*	4,700	5,300	5,200
	Obj. 3.5 – Brucellosis			
	Eradicate brucellosis			
	States in Class Free status (brucellosis) includes the District of Columbia, the U.S. Virgin Islands, and Puerto Rico	47	48	48
	Obj. 3.6 – Golden Nematode			
	Increase acres surveyed to prevent spread of golden nematode			
	Number of acres surveyed for golden nematode	3761	6200	7099
	Obj. 3.7 – Gypsy Moth			
	Reduce the number of gypsy moth infestations			
	New isolated infestations exceeding 640 acres	3	4	4
	Obj. 3.8 – Emerging Plant Pests			
	Eradicate Asian Longhorned Beetle (ALB)			
	Asian longhorned beetle infestation sites in eradication program	7	9	9
	Obj. 3.9 – Noxious Weeds			
	Minimize the introduction and establishment of foreign weeds in the U.S.			
	New weed infestations detected/assessed through the National Early Warning System	12	20	See Appendix A

	Annual Performance Goals/Indicators	1999 Actual	2000 Target	2000 Actual
	Obj. 3.10 – Pink Bollworm <u>Minimize infestations of pink bollworm outside of regulated area</u> New infestations of pink bollworm outside the regulated area	0	2	2
	Obj. 3.11 – Pseudorabies <u>Eradicate pseudorabies</u> Number of Stage V States	33	41	35
	Obj. 3.12 – Scrapie <u>Eradicate scrapie</u> Flocks advancing in the voluntary scrapie flock certification program	377	400	534
	Obj. 3.13 – Tuberculosis <u>Eradicate tuberculosis</u> States in Accredited-Free Status (including U.S. Virgin Islands and Puerto Rico)	46	49	49
	Obj. 3.14 – Witchweed <u>Reduce acres infested with witchweed</u> Acres infested with witchweed at end of season	5540	4900	5400
Strategic Goal 4: Ensure the humane care and treatment of animals covered under the Animal Welfare Act and the various laws protecting horses.	Obj. 4.1 – Animal Welfare <u>Increase the percentage of facilities in compliance</u> Percentage of facilities in compliance	59%	60%	58%
	Obj. 4.2 – Horse Protection <u>Reduce the percentage of horses inspected that exhibit abnormalities of the front feet</u> Percentage of inspected horses that exhibit signs of soring on the forelegs	44%	42%	42%
Strategic Goal 5: Develop and apply scientific methods that benefit agricultural producers and consumers, protect the health of American animal and plant resources, and sustain agricultural ecosystems.	Obj. 5.1 – Wildlife Services Methods Development <u>Develop useful, appropriate methods</u> Number of new and improved wildlife damage management methods tested by the National Wildlife Research Center	18	18	18
	Obj. 5.2 – Biotechnology/environmental protection <u>Facilitate the development of non-threatening biotechnology derived products</u> New crop varieties genetically engineered	50	56	52
	Obj. 5.4 – Plant Methods Development Laboratories <u>Develop useful, appropriate methods</u> Percentage of new technologies transferred that have reduced established populations of invasive pests, or have improved efficiencies or effectiveness in excluding pests, detrimental to agriculture or plant ecosystems	N/A	60%	See Appendix A
	Obj. 5.5 – Veterinary Biologics <u>Ensure that veterinary biologics are pure, safe, potent, and effective</u> Licenses and permits issued annually after review, testing and inspection	139	140	122
	Obj. 5.6 – Veterinary Diagnostics <u>Provide quality lab services</u> NVSL's diagnostic response capabilities against international standards showing improvement over last review	N/A	0	1

Management Initiative	Annual Performance Goals/Indicators	1999 Actual	2000 Target	2000 Actual
Serve the public effectively and efficiently.	Improve results and service			
	Percentage of APHIS employees operating from standard hardware/software platform	90%	95%	See Appendix A
	All APHIS programs and activities are delivered in a manner which is free from discrimination			
	Level of outreach increased	50%		See Appendix A
	Reduction in percent of complaints or allegations of discrimination in program delivery by customers and service beneficiaries	50%		See Appendix A
	APHIS employees and applicants are valued for their diversity and afforded equal opportunity in all aspects of employment such as recruitment, hiring, promotion, career development and awards			See Appendix A
	Progress made toward decreasing under representation	1%		
	Number of employment discrimination complaints by employees and applicants are reduced	55%		See Appendix A
	Percentage of employees receiving mandatory civil rights training	100%	100%	100%
	APHIS employees and managers are responsible for working together to resolve the problems at the lowest level of the organization which minimizes the need for formal resolution			
	Number of employees using informal options prior to filing formal complaints			See Appendix A
	Improve program efficiency			
	Increase the ratio of supervisors to employees to direct a higher percentage of Agency resources to service delivery	1:8		See Appendix A
	Reduce the number of APHIS regional locations to maximize efficiencies and cross-utilization of resources	7		See Appendix A
	Stewardship			
	Percentage of eligible delinquent debt sent to Treasury for administrative offset and debt management cross servicing			See Appendix A
	Convert to FFIS system by FY 2001		Completed	Completed

Strategic Goal 1: Safeguard U.S. plant and animal resources against introductions of foreign pests and diseases, while meeting international trade obligations.

Objective 1.1 – Agricultural Quarantine Inspection (AQI) – To maintain the risk of introduction of invasive species into the U.S. at acceptable levels to protect American agricultural resources, maintain marketability of agricultural products, and facilitate the movement of people and commodities across the borders.

Annual Performance Goals/Indicators	1999 Actual	2000 Target	2000 Actual
Minimize the risk of invasive species introduced into the U.S. (Obj. 1.1)			
Compliance rates at U.S. borders for			
International air travelers	95.8%	95.4%	95.2%
Border vehicles	97.6%	97.1%	97.1%
Cargo: Sea (refrigerated)	98.1%	96.5%	97.3%
Sea (non-refrigerated)			
Air			
Approach rates at U.S. borders for			
International air travelers			See Appendix A
Border vehicles			
Cargo: Sea (refrigerated)			
Sea (non-refrigerated)			
Air			

2000 Data: It is important to note that compliance rates are based on statistical sampling; the margin of error is +/-0.5 percent. The actual performance results, which are listed in the table above, are the midpoint of the range. The data used to measure this performance goal are collected through Plant Protection and Quarantine (PPQ) AQI Monitoring activities. Data are collected at multiple ports of entry for the air passenger, border vehicle and cargo pathways by applying standard statistical sampling procedures. Although there is a small percentage of poor data quality (due to port personnel changes, equipment failure and nonsupport by some local management) the quality and reliability of the monitoring data continues to be acceptable. PPQ national and regional managers are working with specific ports to improve data quality, support issues, and equipment problems. (see second paragraph under “Program Evaluations”)

Analysis of Results: APHIS achieved its FY 2000 performance goals aimed at reducing the threat of agricultural pests and diseases approaching U.S. borders. These high compliance rates contribute to PPQ’s successful efforts to safeguard U.S. plant and animal resources against introductions of foreign pests and diseases.

APHIS uses a number of strategies to deal with the myriad pathways by which exotic agricultural pests and diseases could enter the U.S. One of the key strategies is to assess which agricultural products are likely to be carrying exotic invasive pests and diseases and then to use the Agency’s regulatory authority to prohibit those products from being brought to the U.S. This enables the Agency to more easily monitor and inspect for the most significant agricultural health threats, many of which are difficult to detect among the thousands international travelers approaching our borders every day. APHIS uses a number of methods to encourage compliance with its quarantine regulations, including public awareness campaigns to help the public and importers understand the need for compliance, inspections of passenger baggage and cargo at points of origin, posting inspectors at ports of entry, and expediting inspection activities in coordination with other Federal Inspection Service agencies.

Program Evaluations: In FY 1999, APHIS PPQ sought input from stakeholders through a formal review process, to evaluate the effectiveness of its safeguarding procedures. The result of this review generated many recommendations. PPQ has implemented many of the recommendations to date and is currently assessing the remaining recommendations to determine feasibility for implementation. Many of these recommendations directly relate to safeguarding activities.

This past September (Fiscal Year 2000) PPQ’s Center for Plant Health Science and Technology coordinated a statistical review of the AQI Monitoring activities using an outside, non-APHIS, source. This report is still being reviewed and edited but preliminary results indicate that the AQI Monitoring data was “...very clean and consistent and for most PPQ pathways, showed good uniformity for year to year data.”

Objective 1.1 – AQI – To maintain the risk of introduction of invasive species into the U.S. at acceptable levels to protect American agricultural resources, maintain marketability of agricultural products, and facilitate the movement of people and commodities across the borders.

Annual Performance Goals/Indicators	1999 Actual	2000 Target	2000 Actual
Satisfy customers and stakeholders (Obj. 1.1)			
Percentage of international air passengers cleared through the Federal Inspection Service primary inspection process within 30 minutes (non-peak times)	85%	85%	85%
Percentage of international travelers on land borders cleared through the Federal Inspection Service primary inspection process within 30 minutes (non-peak times)	85%	85%	85%

2000 Data: This is a joint High Impact Agency goal with U.S. Immigration Service and U.S. Customs Service (USCS). Data is collected by the USCS and provided to APHIS. The USCS conducts periodic cycle time surveys throughout the year to determine final clearance time results.

Analysis of Results: APHIS was successful in meeting the performance goal of satisfying customers and stakeholders. Due to the millions of travelers who pass through U.S. airports and our land border ports daily, APHIS has effectively partnered with its sister Federal Inspection Service (FIS) agencies to ensure efficiency while carrying out its mission. APHIS' overall goal is a timely, seamless process, integrated with clearance processes of the other agencies in the FIS that will ensure the fastest passenger clearance time while safeguarding against the introduction of harmful pests and diseases of animals and plants.

Program Evaluations: There were no program evaluations for this program in FY 2000.

Objective 1.2 – Cattle Fever Ticks – To prevent the establishment of cattle fever ticks, and their associated diseases, in the U.S.

Annual Performance Goals/Indicators	1999 Actual	2000 Target	2000 Actual
Limit the number of infested premises found outside the quarantine zone (Obj. 1.2)			
Number of cattle fever tick infested premises found outside the quarantine zone	8	25	31

2000 Data: Records on tick status are maintained on a county basis and reflect the status of individual ranches or properties within the county. This data is put together at the tick program level to provide the national report. During 2000, APHIS found 31 tick infested premises outside the quarantine zone, more than the 25 identified as a target.

Analysis of Results: The target, as originally established, was not met. However, during 2000, the measure was revised to help encourage a focus on effectiveness on APHIS' efforts to eliminate these outbreaks when they occur. The new measure tracked the percentage of cattle fever tick outbreaks, outside the quarantine zone, that are eliminated in less than 12 months. This target was met. APHIS was successful in minimizing the number of foreign pest and disease outbreaks in the US. 100 percent of cattle tick outbreaks outside the quarantine zone were eliminated in less than 12 months. So even though APHIS found 31 cattle tick infested premises outside the tick quarantine zone, (rather than 25), 100 percent of the outbreaks were eliminated in less than 12 months. APHIS is on track for meeting the targets of these revised program performance goals in FY 2001.

Description of Actions and Schedules: Although 31 total tick infested premises outside the quarantine zone were found in 2000, only 18 of those premises were still infected at the end of 2000. All of those 18 premises had been infested for less than12 months and ticks are expected to be eliminated from those premises within the target period. Therefore, APHIS continues to meet the overall program goal of preventing cattle fever ticks from becoming permanently established outside the quarantine zone along the border in south Texas. The number of cattle fever ticks found in Texas each year varies because of weather, water levels in the Rio Grande, and the levels of tick populations in Mexico. The year 2000 was very dry, with low water levels in the Rio Grande, and high tick populations in Mexico, thus more outbreaks were found than anticipated. The factors causing the higher tick levels are biological and weather connected. APHIS has no control over those factors, but does attempt to eliminate tick outbreaks outside the quarantine zone within 12 months. Therefore the performance measure was changed. APHIS uses horseback patrols and systematic

surveys along the border to identify any animals that may have ticks. Control measures are then used to eliminate outbreaks outside the quarantine zone within the one-year goal.

Program Evaluations: There were no program evaluations for this program in FY 2000.

Objective 1.3 – Foot-and-Mouth Disease/Other Foreign Animal Diseases - To exclude Foot-and-Mouth Disease and other foreign animal diseases from the U.S. by quickly detecting and controlling outbreaks of these diseases in key foreign locations.

Annual Performance Goals/Indicators	1999 Actual	2000 Target	2000 Actual
Minimize outbreaks of FMD in Colombia (Obj. 1.3)			
FMD detections:			
Colombia: Darien Gap buffer zone	0	0	0

2000 Data: Annual technical reviews are conducted by either a Board of Commissioners or a Senior Review Group consisting of animal health authorities. Animal disease laboratories in Mexico and Panama and the USDA reference laboratories in Plum Island, New York, and Ames, Iowa, are used to identify diseases of concern in the program areas. Much of the program operations are geared toward surveillance of animal populations in the program areas, and detailed sampling protocols are in place to ensure that disease incidents are reported promptly and accurately.

Analysis of Results: The target to keep detections of FMD in Columbia to "0" was achieved. In Columbia APHIS' active participation in a program to eradicate foot and mouth disease has been highly effective, resulting in no breach of the FMD barrier in Panama.

Program Evaluations: There were no program evaluations completed in FY 2000.

Objective 1.4 - Fruit-Fly Exclusion and Detection – To control and eradicate fruit flies, primarily the Mediterranean fruit fly and Mexican fruit fly, in foreign countries where they may pose a serious threat to U.S. agriculture and to conduct detection an prevention activities in the U.S.

Annual Performance Goals/Indicators	1999 Actual	2000 Target	2000 Actual
Minimize fruit fly outbreaks in Mexico and Guatemala (Obj. 1.4)			
Medfly detections:			
Chiapas, Mexico	180	100	100
Peten free zone (Guatemala)	0	0	0
Minimize the number of fruit fly outbreaks established in the U.S (Obj. 1.4)			
Number of fruit fly outbreaks established in the U.S.	4	0	1
Severity of fruit fly outbreaks in the U.S. (sq. mi.)	62	162	71.6

2000 Data: Fruit Fly outbreaks in Mexico and Guatemala - Program personnel in Mexico and Guatemala have placed thousands of Medfly traps throughout the program's free zone. Advanced geographic information systems are used to map out weekly surveillance results, which are reported to program managers for analysis and response. Scientists from the USDA Agricultural Research Service continue to research better trapping methods to ensure that the pest is quickly and accurately detected.

Fruit fly outbreaks in the U.S. - Fruit fly outbreaks were minimized to just one, which was not Mediterranean. APHIS is on track for meeting the targets of these program performance goals in FY 2001.

The data are dynamic. The period of time that we typically detect fruit fly outbreaks is between April and November. In the past decade, most outbreaks (66%) occur between April and September, approximately 25% occur in October, the remainder in November. Data for this indicator is collected on a calendar year cycle. Detection of a fruit fly is reported to National Staff within 48 hours and entered into a database for analysis and archiving. Daily narratives of delimiting surveys are generated and reported locally. When thresholds (numbers of flies) outlined in national emergency response guidelines are met, regulatory and control activities are started. Quarantine boundaries are determined according to guidelines published in the CFR and those written in the Emergency Response Guidelines. The size of quarantined areas is determined by translating guideline requirements and actual physical area through use of the latest GIS/GPS software and instrumentation.

Analysis of Results: Fruit Fly outbreaks in Mexico and Guatemala - The target to reduce the number of infestations to 100 was achieved. Progress continues in 2001.

Fruit Fly outbreaks in the U.S. - The performance goal was not met in FY 2000. The only outbreak to occur during 2000 was a West Indian Fruit Fly A*nastrepha obliqua* (WIFF) event in Texas' south Rio Grande River Valley (RGV). Eradication efforts are ongoing to eliminate WIFF. During 2000, APHIS was still encouraged by the absence of an outbreak of the most damaging of fruit flies, the Mediterranean fruit fly (Medfly). When dealing with biological systems, we can assume some of the positive outcome may be attributed to the continued progress in the Medfly Emergency Program in Southern Mexico. However, continued success may also be attributed to the control and regulatory measures in southern Mexico-northern Guatemala (Moscamed Program) and at U.S. ports of entry. Finally, much of the success can be attributed to the pest management regimens, or Preventative Release Programs (PRP), being carried out in California and Florida. These are continuous sterile Medfly release programs that target high risk areas of introduction, e.g., international ports of entry, densely populated areas, vendors with international shipments, etc., to prevent sporadic fruit fly introductions from becoming established.

We have secured funding to continue the PRP programs in California and Florida. The purpose of the PRP is to prevent the establishment of the Medfly colonization by continually releasing sterile Medflies into the environment. The PRP area in California has expanded from 2155 to 2489 square miles surrounded by natural barriers of forest, ocean, and several mountain ranges. The PRP continues to operate year round by releasing sterile Medflies, trapping for detection of "wild" Medflies, survey of host fruit for immature (larvae) Medflies, providing fly identification for trapped or intercepted suspect flies, and data management for information and program effectiveness.

Relationship of Mexican/U.S. efforts to minimize Fruit Fly outbreaks: Measuring the number of outbreaks indicates the success of APHIS' overall pest exclusion programs. The establishment of Medfly in the U.S. could disrupt the fruit and vegetable industry due to crop damage and loss of export markets. Keeping Mexico free of Medfly will reduce the risk that this pest will be introduced in the U.S. As part of the safeguarding system, we continue to participate in the eradication of Medfly from Mexico (Ref.: Moscamed Program) by pushing the Medfly barrier through Guatemala into El Salvador. If we break or reduce our participation in this, or similar, programs outside the U.S. Borders, fruit fly experts predict that, if not contained or eradicated in Mexico, the pest could reach the U.S. by 2005.

Since August 2000, WIFF has been detected ten times in south Texas along or near the Mexican border. WIFF prefers guavas and mangos, with citrus a suspect host, a joint eradication and emergency quarantine action by the TDA and APHIS is being carried out until determination of the attractiveness of RGV citrus as a preferred host is confirmed.

In addition to our interest in RGV host attractiveness research, APHIS is pursuing other options associated with managing WIFF populations. Evidence of reproducing populations of WIFF across the border in Mexico has led APHIS to increase inspections at RGV border ports for preferred hosts. There has been preliminary information exchange between stakeholders regarding sterile WIFF production and field application. Finally, we have explored options associated with improved WIFF trapping or detection technology.

The detection and management of the minor outbreak of WIFF in RGV, is evidence of our ability to detect, delimit, and eliminate the threat of any fruit fly infestation nationwide. Even though we continue to detect single fruit fly events, none except for the WIFF have approached the regulatory and control thresholds established in Federal regulations or emergency guidelines. This is consistent with our program goals to detect introductions of exotic fruit flies in their first generation or when no more than one square mile is involved.

Description of Actions and Schedules for Fruit Fly Outbreaks in the U.S.: The severity of the WIFF outbreak is below the 81 square mile outbreak threshold. This indicates the trapping, or detection, program is working and the outbreak, when discovered, is limited to a small area. Emergency guidelines call for an 81 square mile quarantine area around most commonly intercepted exotic fruit fly outbreaks. This number is often less, as in the case of the RGV this year (approximately 72 square mile), due to limited host material. As of mid-December 2000, the WIFF program has surveyed approximately 46,000 and treated 2,370 acres.

In addition, multi-agency teams whose primary objective is to identify and close pathways for illegal agriculture commodities, have been implemented as part of the Agency's smuggling interdiction initiatives. The inspection and seizure of prohibited agricultural commodities found in commerce that may be infested with exotic insect pests and plant diseases is the primary goal of these smuggling interdiction teams. They

also serve as a clearinghouse for information exchange on pest exclusion and regulatory compliance activities.

Program Evaluations: Fruit Fly outbreaks in Mexico and Guatemala - Ongoing evaluation of the Fruit Fly program in Mexico and Guatemala led to a change of the program goal: Create a fly-free barrier at the Guatemala/El Salvador border. (In other words, the barrier has been moved further south due to the success of the eradication activities.)

Fruit Fly outbreaks in the U.S. - Previous program reviews by a panel of international fruit fly experts recommended implementation of area wide sterile fruit fly release programs in high risk areas in concert with enhanced trapping activity (see discussion above regarding PRP). The additional recommendations regarding release rates and use of sterile genetic sexing strains were implemented successfully. APHIS has committed funds for conversion of its Hawaii sterile fruit fly production facility from a standard strain to a male-only temperature sensitive lethal (TSL) strain to support the ongoing PRP programs. In addition, APHIS will provide Methods Development support during technology transfer and pursuant operations.

The 2000 Safeguarding Report submitted by the National Plant Board in July 1999, at APHIS' request, resulted in more than 300 recommendations currently being grouped for evaluation and implementation. The recommendations associated with fruit fly pest management, i.e., cooperate with other entities to ensure early, accurate detection of new and emerging pests and to respond appropriately to those detections are included in program-specific initiatives like smuggling interdiction, prohibition of entry, transit, and export of plant products not in compliance with U.S. requirements.

In FY 1999, APHIS PPQ sought input from stakeholders through a formal review process, to evaluate the effectiveness of its safeguarding procedures. The result of this review generated many recommendations. PPQ has implemented many of the recommendations to date and is currently assessing the remaining recommendations to determine feasibility for implementation. Many of these recommendations directly relate to pest detection activities.

Objective 1.5 – Import Export – To further the export of U.S. animals and animal products, ensure that imported animals and animal products present minimal risk of introducing damaging exotic animal diseases into the U.S. livestock and poultry population, and promote timely and efficient health certification processes for U.S. imports and exports. Sanitary/Phytosanitary Management (SPS) – To minimize the threat of foreign agricultural pests and diseases entering the U.S. by ensuring that agricultural trade complies with international science-based plant and animal health standards.

Annual Performance Goals/Indicators	1999 Actual	2000 Target	2000 Actual
Increase the number and value of agricultural products exported from the U.S. (Obj. 1.5)			
New or modified cumulative export protocols facilitating US access to new overseas markets	32	37	49
Number of SPS (trade barrier) issues resolved	73	TBD	

2000 Data: The staff officers who negotiate the protocols and the issues track the data for these two measures. Data for one of the key indicators – number of SPS (trade barrier) issues resolved – will be available later in March 2001, when the APHIS SPS Accomplishments report is published.

Analysis of Results: APHIS met its targets for FY 2000.

APHIS negotiated 17 new or modified export protocols for animals and animal products in FY 2000. There were five new animal products export protocols. For live animals and germplasm, there were 12 new export protocols; six that open new markets and six that expand markets.

In all, APHIS helped ensure that live animals were exported to 75 countries, poultry and hatching eggs to 104 countries, aquaculture animals and eggs to 51 countries, semen and embryos to 94 countries. In addition, APHIS and other trade actively addressed export issues by having frequent meetings with our trading partners including: Bilateral meetings with Mexico, Trilateral meetings with Canada and Mexico, and Quadrilateral meetings with Canada, Australia and New Zealand.

In FY 2000 APHIS was again successful in resolving many agricultural trade barrier issues related to animal or plant health. Although the FY2000 APHIS SPS Accomplishments report has not yet been published, regular monitoring of trade issue negotiations indicates that APHIS' efforts have contributed greatly toward USDA's goal of expanding US agricultural exports. For example, in August negotiations with Japan led to an expanded market for several varieties of nectarines not previously allowed because of phytosanitary concerns. This expansion of the nectarine market has the potential to increase exports by up to $500,000 per year. APHIS also helped facilitate US exports by negotiating with plant and animal health officials to release shipments held up at ports of entry. For example, in September when South Korean officials held a US shipment of 40 thousand pounds of cattle hides valued at $100,000, the APHIS Foreign Service Officer in Korea assured the Koreans about the certification of the shipment, and the hides entered Korea soon after.

Program Evaluations: APHIS did one major review of its SPS issue activities in FY2000. The review, “Sanitary and Phytosanitary (SPS) Activities in the Regional Office in Mexico City,.” was done by APHIS International Services. A review team of SPS experts in APHIS looked at the way trade issues are managed in Mexico. Some program process, staffing, and structural changes were made as a result of the review recommendations.

Objective 1.6 – Screwworm – To prevent economic losses to the U.S. livestock industry from the reintroduction of screwworms by eradicating the screwworm through the Central American Isthmus to the Darien Gap area of Panama.

Annual Performance Goals/Indicators	1999 Actual	2000 Target	2000 Actual
Reduce positive screwworm cases reported in the isthmus of Central America (Obj. 1.6)			
Free areas (U.S., Mexico, Guatemala, Belize, El Salvador, Honduras, Nicaragua)	2	0	0
Costa Rica	19	0	0
Panama	2,943	1,500	240

2000 Data: Suspect samples are identified in an identification laboratory to determine if they are screwworms or other types of larval flies. Field stations are established to monitor the quality of dispersed sterile flies and to evaluate the sterility of SW egg masses recovered from the edges of wounds. Surveillance occurs in free areas. Program personnel review all surveillance data for accuracy.

Analysis of Results: APHIS met its target of "0" positive screwworm cases in Costa Rica and greatly exceeded its target in Panama by keeping positive screwworm cases reported in Panama to 240 instead of the 1500 target. In FY 2000, APHIS has made excellent progress toward eradicating or controlling foreign pests that pose specific risks to US agriculture. For its two largest foreign-based cooperative eradication programs – Mediterranean fruit fly and Screwworm – progress continues in FY 2001. Screwworm may be completely eradicated from Panama in 2001, which would be the culmination of over 25 years of efforts to eliminate this pest from Central America and establish a permanent barrier at the Isthmus of Panama.

Program Evaluations: A major evaluation of the screwworm program – to set future direction for the program now nearing completion of its main eradication goal –- was designed and planned in FY2000. The evaluation results will be available during 2001. Continued monitoring of animal health disease data in Central America has led to decisions to devote additional resources to cooperative activities that build on the animal disease surveillance infrastructure built up over the years in the Screwworm eradication campaigns.

Objective 1.7 – Tropical Bont Tick – To prevent the introduction to the U.S. of tropical bont tick by eradicating it from the Caribbean.

Annual Performance Goals/Indicators	1999 Actual	2000 Target	2000 Actual
Eradicate Tropical Bont Tick in the Caribbean (Obj. 1.7)			
Islands declared free of Tropical Bont Tick	0	3	0

2000 Data: In the tropical bont tick program a United Nations FAO program in which APHIS plays a minor role, US activities in the program have focused on 3 islands north of Guadeloupe which have tropical bont tick infestations that pose a threat to US agriculture – the islands are St. Kitts, Nevis, and Antigua. Surveillance data collected through the Cooperative Amblyomma Program indicated that in 2000 the Tropical Bont Tick was not totally eradicated from any of these islands.

Analysis of Results: The target to eradicate 3 islands of tropical bont tick was not achieved. APHIS will continue to provide funding, program guidance, and technical expertise to this large cooperative program involving many international organizations. All involved entities will continue to explore effective methods to be more successful in eradicating this pest. The islands of Barbuda and Anguilla will be added to the program as well.

Description of Actions and Schedules: Program managers in the tropical bont tick program continue regular evaluations of surveillance data. This has led to a shift of program goals for future years to better reflect international cooperation realities of this program.

Objective 1.8 – Invasive Species (prevention) – To enhance APHIS' ability to perform its mission as it relates to preventing the introduction of invasive species in support of Presidential Executive Order 13112 and the National Plant Board's recommendations from their review of APHIS' Pest Safeguarding System.

Annual Performance Goals/Indicators	1999 Actual	2000 Target	2000 Actual
Enhance APHIS' ability to perform its mission as it relates to preventing the introduction of invasive species in support of Presidential Executive Order 13112 and the National Plant Board's recommendations from their review of APHIS' Pest Safeguarding System (Obj. 1.8)			
New Pathway risk analyses completed New invasive species pathways determined	N/A	N/A	See Appendix A

Strategic Goal 2: Quickly detect and respond to introductions of foreign agricultural pests and diseases or other emerging agricultural health threats, to minimize production losses and export market disruptions.

Objective 2.1 – Animal Health Monitoring and Surveillance – To identify, maintain, and enhance the health status of U.S. livestock and poultry, to protect American food sources, and to strengthen their domestic and international marketability.

Annual Performance Goals/Indicators	1999 Actual	2000 Target	2000 Actual
Identify, maintain, and enhance the health status of U.S. livestock and poultry Obj. 2.1)			
Percentage of surveyed producers using information from the National Animal Health Monitoring System (NAHMS)	86-89%	75%	78%

2000 Data: Participant evaluations for NAHMS studies include a question regarding the usefulness of NAHMS reports (individual producer reports or national results, depending on the study) on the operation. Evaluations of cattle feedlot operations were conducted in 1999, with the data analyzed and a report written in 2000. The data compiled in 2000 showed that 78% of the participants in the cattle feedlot study found the information useful.

Analysis of Results: The goal of 75% of surveyed producers using information from NAHMS was met. Comparisons between years are difficult because a different segment of the animal industry is evaluated each year.

Current Year Performance: APHIS expects to achieve the stated goal during 2001. However, while this outcome will continue to be tracked internally, it has been discontinued from the APHIS plan for 2001. Other key outcomes with their goals and indicators better reflect APHIS efforts to achieve strategic goal 2.

Program Evaluations: The NAHMS programs were reviewed in 1999. Because of a change in leadership at the Center for Epidemiology and Animal Health where these studies are conducted, final consideration of the recommendations in the 1999 review was moved to 2001.

Objective 2.2 – Pest Surveillance and Detection – To use the best survey information available to make risk based decisions on the presence, absence and/or prevalence of plant pests and diseases of phytosanitary concern to the U.S.

Annual Performance Goals/Indicators	1999 Actual	2000 Target	2000 Actual
Use the best information to make risk based decisions on presence/absence/prevalence of diseases of phytosanitary concern (Obj. 2.2)			
Detections of new incidents of exotic plant pests	334	270	482

2000 Data: The information reflected in this report is from data retrieved from the Agency's National Agricultural Pest Information System (NAPIS). The information was developed from cooperative detection surveys and information validated through agreements with cooperators.

Based on last year's performance and current year activities, PPQ has adjusted its FY 2001 performance target to 550 detections of new incidents of exotic plant pests.

Analysis of Results: APHIS successfully met, and actually exceeded its target of number of new incidents of exotic plant pests.

The target was exceeded in FY 2000 due to better and increased commitments from cooperators to input data on new exotics and an increase in better identification of pests. The target of 270 that was lower than the previous target for FY 1999 may have been an incorrect assumption that the number of exotics detected would decrease. Therefore, the target for FY 2001 has also been changed and increased. An increase in numbers may actually mean that exotics are being found sooner rather than later, which enables the agency and cooperators to better manage or eradicate a population before high populations exist.

Program Evaluations: There were no program evaluations completed in FY 2000. However, PPQ continues to implement recommendations related to Pest Detection that were identified in the FY 1999 APHIS PPQ Safeguarding Review.

Objective 2.3 – Animal and Plant Health Regulatory Enforcement – To encourage and support compliance of APHIS programs, laws, and regulations by providing effective investigations and technical enforcement services.

Annual Performance Goals/Indicators	1999 Actual	2000 Target	2000 Actual
Increase rates of compliance with Agency regulations (Obj. 2.3) Technical quality rating of completed case reports (scale of 1 to 3)	2.2	2.3	2.3

2000 Data: The 2000 results of 2.3, represents the average score, on a scale of 1 to 3 where 2.0 is an acceptable case. This result was obtained from the review of over 300 investigative case files. Senior level investigative specialists trained in analyzing evidence and investigative techniques review the files. The review process has been standardized to produce consistent results between the different reviewers.

Analysis of Results: The program did meet its goal for FY 2000, and the results show we are on target to meet our case quality improvement goals for FY 2001. We continue to target a higher proportion of the reviews to cases that had been reviewed by newer employees and those with lower performance to provide constructive feedback where it would have the most benefit in enhancing case quality.

This measure will not be represented in the 2001 Performance Plan. It will be used in analytical discussions for its contribution to other program outcomes. Data will continue to be collected and used for internal management decision-making.

Current Year Performance: Higher quality cases increase both customer satisfaction and the likelihood of successful case resolution. The 2000 result of 2.3 is within the expected range of 2.1 to 2.3. The results also reflect our continued focus on new and lower performing investigators to obtain improvement where it is needed most. Achieving our 2001 target of 2.3 is obtainable, but there is a need to continue to ensure that resources are available to conduct at least the same level of review as in previous years.

Program Evaluations: There were no program evaluations completed in FY 2000.

Objective 2.4 – Emergency Management System – To prevent, detect, and respond to animal health events that may have a sudden, negative economic impact on the livestock and poultry population of the U.S.

Annual Performance Goals/Indicators	1999 Actual	2000 Target	2000 Actual
Prevent, detect, and respond to animal health emergencies (Obj. 2.4) Number of States and Territories meeting standards for state animal health emergency management systems	N/A	3	0

2000 Data: From late 1998 through June of 1999, each state, Puerto Rico and the Virgin Islands assessed their own animal health emergency management system. Based on the assessment results, *Standards for State Animal Health Emergency Management Systems* were drafted by the National Animal Health Emergency Management Steering Committee, reviewed by Federal and State animal health professionals in each state and territory, and distributed in January of 2000. These standards cover emergency management plans, written agreements specifying roles and responsibilities, authorities and policies, surveillance, communication, training and education, and funding.

An informal survey of Federal Area Veterinarians In Charge showed that while progress has been made, and several states reported that they met all of the standards, there are no states that could be verified as having met all of the standards. Instead of trying to verify the data collected informally, APHIS is planning a more formal process for both measuring and verifying that will involve the key Federal and State partners in each state. This process will begin mid-summer and be completed in December of 2001 This process of measuring and verifying this data is proving to be time and resource intensive and may not be practicable annually.

Analysis of Results: APHIS did not meet the target. With the standards in place for only 9 months, APHIS and its partners focused on raising awareness about the standards. Regional emergency management directors and headquarters staff visited states to help with issues raised by the standards, Area-Veterinarians-in-Charge worked with State Veterinarians on emergency management issues, and Veterinary Services personnel participated in animal health emergency test exercises conducted by the states.

Description of Actions and Schedules: In 2001, APHIS plans to use some of the money allocated for the Emergency Management Program to begin to provide states with grant money to help them meet the standards. State funding and policies may impact the results of this initiative.

Current Year Performance: The goal of 5 states meeting the emergency management system standards in FY 2001 is achievable.

Program Evaluations: Other than the assessment in FY 1999, and the informal survey in early 2001, there have been no other formal reviews of the state animal health emergency management systems.

Objective 2.5 – Invasive Species (survey) – To enhance APHIS' ability to perform its mission as it relates to the surveillance and detection of invasive species in support of Presidential Executive Order 13112 and the National Plant Board's recommendations from their review of APHIS' Pest Safeguarding System.

Annual Performance Goals/Indicators	1999 Actual	2000 Target	2000 Actual
Enhance APHIS' ability to perform its mission as it relates to preventing the introduction of invasive species in support of Presidential Executive Order 13112 and the National Plant Board's recommendations from their review of APHIS' Pest Safeguarding System (Obj. 2.5)			
New agreements to detect invasive species			See Appendix A
Detections made as a result of these agreements	N/A	N/A	

Strategic Goal 3: Minimize risks to agricultural production, natural resources, and human health and safety by effectively managing existing agricultural pests and diseases and wildlife damage in the U.S.

Objective 3.1 – Wildlife Services Operations – To provide Federal leadership in managing problems caused by wildlife. To reduce damage caused by wildlife to lowest possible levels while, at the same time, reducing wildlife mortality.

Annual Performance Goals/Indicators	1999 Actual	2000 Target	2000 Actual
Protect property, natural resources, and crops from damage caused by beavers (Obj. 3.1) Losses avoided *(in millions of dollars)*	22	20	27
Satisfy Customers Percentage of WS customers satisfied	89%	N/A	See Appendix A
Protect threatened and endangered species from harm caused by wildlife Number of T&E species protected	N/A	80	143
Percentage of threatened/endangered (T&E) species projects where the wildlife population is increased or maintained	93%	90%	93%
Protect human health and safety from wildlife risks Percent reduction of risk of aircraft striking wildlife, at airports with APHIS projects	75% for 63% of projects	70% for 60% of projects	70% for 51% of projects
Protect public health by reducing confirmed canine rabies cases in orally vaccinated areas of Texas (% of cases)	95%	95%	100%

2000 Data: The Wildlife Services (WS) program in involved in a wide variety of activities aimed at reducing conflicts between humans and wildlife. These activities range from protecting threatened or endangered birds from predation by other wildlife, to removing beaver dams that are flooding nearby roads or bridges. County, state, or federal agencies, as well as private individuals and organizations, collect much of the data about the results of WS work. WS personnel gather and record some of this information as well.

This wide variety of work requires a wide variety of data collection techniques and complex measurement tools. The program has been challenged by the fact that there is often no single correct methodology for calculating some of these results. Differences in specific program activities, due to unique circumstances (e.g., environmental or biological), make it difficult to prescribe a "best method" for calculating impacts and results. Also, the somewhat subjective nature of some issues makes it difficult to quantify results. For example, while there may be general agreement about how to calculate the damage that has already occurred to a bridge or a road due to a nearby beaver dam, what is more subjective, and thus, more difficult to measure, is how much further damage could occur if WS does nothing to resolve the problem. This damage that is *prevented* by WS personnel, is often much more complicated and subject to professional opinion. In these types of situations, it is the practice of WS to use very conservative models to estimate these results.

With this in mind, WS set out to measure their program results in 4 major areas for FY 2000. These areas are: Airport Safety, Rabies Spread, Beaver Damage, and Threatened & Endangered (T&E) Species. In all cases, the program's overall objectives were to minimize current damage between wildlife and humans and/or prevent further damage from occurring.

Data collected for FY 2000 by WS personnel working at airports shows that WS efforts to reduce wildlife hazards are having a significant impact. Measuring this impact quantitatively, however, is extremely complex. Using a series of different measuring tools, WS personnel estimate that they reduced the risk of aircraft striking wildlife by 70% for just over half of the projects where they could calculate these results. The target for FY 2000 was that WS personnel would be able to reduce this risk by 70% for roughly 60% of the projects where it could calculate these results. This was a significant increase over the 1999 target, which had been set at only 10% for all projects. Actual results data for FY 1999 served as the impetus for this dramatic increase. Because of this very ambitious jump, WS was unable to meet its FY 2000 target.

A variety of factors influenced this result. First, the lack of good historical bird strike data has made it extremely difficult to determine program effectiveness at many airports. Wildlife strikes are voluntarily reported by airport authorities to the FAA and experts estimate that the degree of underreporting is significant--at least 80% for most airports. This makes it very difficult to accurately measure the impact of WS program activities. Second, information around local wildlife populations (wildlife presence) is often scarce, making it difficult for WS personnel to measure the impact their program is having on wildlife affecting aviation safety in the airport environment. Because WS is not a regulatory agency and has no authority over the airports' actions or the

collection of wildlife population data, it is very difficult for WS to track this information. It must rely on the airport managers' willingness to accurately record it. Third, it takes several years for airports to accurately develop baseline data around strikes and/or wildlife populations once it decides to resolve its wildlife hazards. In fact, it is not uncommon for *reported* strike rates to increase in the first few years of WS involvement, not because actual strike rates are increasing, but because the airport managers have become more aware of wildlife strikes and make a greater effort to record them.

Analysis of Results: Overall, Wildlife Services has met its key outcome to protect agricultural resources, natural resources, human health and safety, and property from wildlife damage. With the exception of Airport Safety, the program met or exceeded its targets for FY 2000. In fact, for this key outcome, WS used 5 different indicators to gauge its performance. The program met or exceeded its targets for 4 of these 5 indicators. With respect to Airport Safety, however, the following analysis has been provided.

Increasing passenger safety, by reducing the risk of aircraft striking wildlife, is the ultimate goal of WS personnel working at civilian and military airports around the country. Birds and other wildlife that strike aircraft are a serious problem and have the potential to cause the catastrophic loss of a major jetliner at airports around the country.

Wildlife Services saw a significant expansion of its airport activities between 1999 and 2000. In 1999 WS personnel worked at 363 airports, doing both direct operational management work and providing technical assistance and consultations. In 2000 that number increased to 418 airports, a jump of 15% in one year, with no appreciable increase in federal dollars to support program activities. Given the long-term process of developing accurate baseline data, and the significant increase in the number of new airports, it is not surprising to see fewer projects where risk is reduced so significantly. Wildlife Services personnel did reduce the risk of wildlife strikes by at least 50% for roughly 64% of the projects calculating these results.

Description of Actions and Schedules: Wildlife Services intends to achieve its target in subsequent years by doing a variety of things. First, it will increase its level of collaboration and cooperation with the FAA and other federal agencies in reducing risks to the traveling public. This involves implementing an interagency Memorandum of Understanding (MOU), as well as long-term planning and communication with the airport authorities and the traveling public about the potentially serious consequences of ignoring wildlife hazards around airports. This effort will also involve raising airport managers' awareness about the importance of regularly reporting these data, which, in turn, will help them better manage these problems and help WS calculate these results for a greater portion of its airports. The draft MOU has recently been sent back to FAA and it is hoped that the final document will be signed by the end of this fiscal year. Second, it will develop a national strategic business plan to more clearly define its programmatic goals and objectives. This includes continued refinement of the measurement system used by the program to monitor results, including the need for more accurate baseline information about the actual wildlife hazards that currently exist. A final business plan is expected to be ready by the end of this fiscal year as well.

Program Evaluations: The Wildlife Services Management Team has spent the last two years evaluating its most current set of strategic planning organizational documents. It has conducted a series of interviews with WS managers and key external stakeholders, including the members of its National Wildlife Services Advisory Committee. The purpose of these interviews has been to gain insight around the future direction of the program, based upon its organizational strengths and the future needs of its constituents. Through this general evaluation process, the WS Management Team has selected a series of program areas where it intends to develop more specific business plans. These business plans will articulate a more comprehensive set of measurable outcomes, roles for WS personnel and others in achieving these outcomes, and the resources required to adequately meet them. It will also describe the means and strategies necessary to attain these resources. It is likely that as these business teams work together, there will be further refinement of the current measures used in this report, and development of additional indicators as the WS program expands its range of activities.

Objective 3.2 – Aquaculture – To assist the aquaculture industry in improving the health of aquatic livestock, and to facilitate the movement of aquatic animals in international commerce. To reduce bird damage to aquaculture while ensuring the continued viability of migratory bird species.

Annual Performance Goals/Indicators	1999 Actual	2000 Target	2000 Actual
Facilitate the movement of aquatic animals in international commerce (Obj. 3.2) Number of foreign markets receiving US aquaculture products	50	50	51

2000 Data: The staff member responsible for each program is also responsible for ensuring the reliability and accuracy of the data.

Analysis of Results: The aquaculture program met its 2000 target.

Program Evaluations: There were no program evaluations completed in FY 2000.

Objective 3.3 – Biological Control – To safeguard plant and animal resources from exotic pests and diseases and manage pests to protect plant resources.

Annual Performance Goals/Indicators	1999 Actual	2000 Target	2000 Actual
Develop Biocontrol programs to prevent/slow pest establishment and spread (Obj. 3.3) Number of pests for which biological control programs are developed, implemented or transferred	11	11	11

2000 Data: The number of pests for which biological control programs were developed, implemented, or transferred includes actual Agency run programs as well as cooperator programs being supported, at least in part, by Agency resources, including technical expertise, funding, and technology transfers.

Analysis of Results: In FY 2000, the Agency's biological control program met the established performance goal. This was due, in part, to the continued development of Agency partnerships with cooperators at foreign governments, international organizations, other Federal agencies, State and local governments, universities, nonprofit organizations, and industry.

Program Evaluation: There were no program evaluations completed in FY 2000.

Objective 3.4 – Boll Weevil – To eradicate boll weevil from all cotton growing areas in the U.S. and Northern Mexico by the year 2003, in cooperation with States, the cotton industry, and Mexico.

Annual Performance Goals/Indicators	1999 Actual	2000 Target	2000 Actual
Eradicate Boll Weevil (Obj. 3.4) Cumulative acres eradicated of boll weevil *(in thousands)*	4,700	5,300	5,200

2000 Data: The data presented for FY 2000 is based on production figures provided by the National Cotton Council and the respective program areas. State laws require growers to certify their cotton acreage each year of an eradication program. The data collected during the certification process has been used to determine the acreage involved in each program area. The indicator target numbers represent actual acres of cotton planted.

Analysis of Results: APHIS did not meet its performance indicator target of 5,300 (in thousands) cumulative acres eradicated of boll weevil. However, APHIS is very encouraged with the Boll Weevil Eradication Program. The target was not met due to the growers' choices to plant crops other than cotton. The number of acres that are or will be involved in APHIS' eradication program represent only the planted portion of cotton fields. APHIS sets its acreage eradication targets based on current knowledge, at the time, of total cotton acreage susceptible to Boll Weevil infestation. APHIS treats these entire fields. However, sometimes growers decide to plant a portion of their former cotton field with another crop. APHIS then can't count this acreage. Therefore, the indicator target would have been achieved if growers had planted cotton for the projected acreage.

Since eradication activities began in 1983, this program has eradicated Boll Weevil from over 5million acres of cotton in sequential expansion across the southern United States. As of October 2000, the program has eradicated boll weevils from Arizona, California, Florida, Georgia, North Carolina, South Carolina, Virginia, most of Alabama, middle Tennessee, northwestern Mexico, and the Southern Rolling Plains in Texas. APHIS has transferred full operational responsibility to the growers in eradicated and non-infested areas.

Description of Actions and Schedules: Of the 14 million acres of U.S. cotton, over five million acres are in the post-eradication phase, seven million acres are in the active phase, and three million acres are proposed for

future eradication. Of the 3 million acres proposed for future eradication, 2.4 million will enter the program in the summer of 2001. APHIS provides critical oversight, coordination, and technical support to the eradication program. APHIS expects to eradicate boll weevil from all cotton growing areas of the US and northern Mexico by 2003. The program's continued oversight in eradication and non-infested areas demonstrates APHIS' ability to effectively manage plant pests that threaten agriculture.

Program Evaluations: There were no program evaluations completed in FY 2000.

Objective 3.5 - Brucellosis – To continue brucellosis eradication procedures in domestic cattle, swine, and visón for at least 5 to 10 years after eradication of the disease from all States, to eliminate any disease sources found and prove to the international community that the disease has been eradicated.

Annual Performance Goals/Indicators	1999 Actual	2000 Target	2000 Actual
Eradicate Brucellosis (Obj. 3.5)			
States in Class Free status for Brucellosis (includes District of Columbia, Virgin Islands, Puerto Rico)	47	48	48

2000 Data: The staff member responsible for each program is also responsible for ensuring the reliability and accuracy of the data.

Analysis of Results: The brucellosis program met its 2000 target.

Current Year Performance: The brucellosis program expects to meet its target for 2001. One additional state received class free status in December 2000. Two other states should receive class free status early in 2001. The final two states have no infected herds and will become eligible for class free status in FY2002. As of late December 2000, no herds anywhere in the nation were in quarantine status for brucellosis. If this continues, all states should reach class free status in 2001 and 2002. Surveillance continues so that any reinfection can quickly be identified, contained, and eradicated.

Program Evaluations: In 2000, VS conducted brucellosis program evaluations in FL, LA, MO, and SD.

Objective 3.6 – Golden Nematode – To maintain a risk based management system to prevent the spread of golden nematode and new infestations in potatoes, and to facilitate international and interstate agricultural shipments.

Annual Performance Goals/Indicators	1999 Actual	2000 Target	2000 Actual
Increase acres surveyed to prevent spread of Golden Nematode (Obj. 3.6)			
Number of acres surveyed for golden nematode	3761	6200	7099

2000 Data: Data for the Golden Nematode (GN) program is collected directly from PPQ field personnel by the program manager. Program personnel have over 20 years experience in conducting survey, regulatory and treatment functions. Live GN cysts extracted from soil samples are submitted to an Agriculture Research Service nematologist for GN race determination.

Analysis of Results: The GN program exceeded its program targets for FY 2000. The regulatory program is successful in New York because it is preventing the spread of GN to other potato-producing states. Early detection of new infestations is the primary means of slowing the spread of GN. The increase of almost 1500 acres surveyed for GN is attributed to having efficient program personnel in place to conduct the actual field surveys. All samples taken from the additional acres surveyed were negative for GN. A good regulatory program and planting of resistant varieties has caused the population of GN to drop below detectable levels. An increase in acreage in this case is a positive step for the program showing that GN does not exist on the increased acreage surveyed.

Program Evaluations: There were no program evaluations completed in FY 2000.

Objective 3.7 – Gypsy Moth – To manage the risk of artificial spread of the European gypsy moth into uninfested areas of the U.S.

Annual Performance Goals/Indicators	1999 Actual	2000 Target	2000 Actual
Reduce the number of Gypsy Moth infestations (Obj. 3.7)			
New isolated infestations exceeding 640 acres	3	4	4

2000 Data: APHIS uses the National Agricultural Pest Information System (NAPIS) database to access information on acreage surveyed and infestations detected and completed reports of risk and pathway analysis. NAPIS is also used to evaluate the success of management activities associated with the Gypsy Moth program. APHIS works to prevent the artificial, long distance movement of the European Gypsy Moth (EGM) to uninfested areas of the United States. Currently, this program includes survey, control, and regulatory activities. The program conducts survey activities in cooperation with the States to detect and delimit isolated populations outside of the generally infested area. Surveys support the regulatory program and provide a basis for imitating control activities. During FY 2000, APHIS placed approximately 300,000 pest detection and delimitation traps throughout the United States.

Analysis of Results: APHIS met the performance indicator target of 4 new isolated infestations exceeding 640 acres. APHIS works to prevent the artificial, long distance movement of Gypsy Moth to uninfested areas of the U.S. Currently this program includes survey, control and regulatory activities. APHIS conducts regulatory activities within the generally infested area and the inspection, treatment, and certification of regulated articles for movement to non-infested areas. APHIS regulates the movement of logs, mobile homes, nursery stock, and outdoor household articles (OHA) from infested areas. APHIS cooperates with State agricultural inspectors to conduct inspections and certify shipments of non-OHA regulated articles. Because of the large number of household moves out of the generally infested area (estimated to exceed 250,000 per year), self-inspection is necessary to supplement State and Federal resources for the regulatory control of OHA movement. In FY 2000, the Slow the Spread program continued nationwide and APHIS supported an "Enhanced Regulatory Program," and established cooperative agreements with Illinois, Indiana, Michigan, North Carolina, Ohio, Virginia, West Virginia, and Wisconsin. APHIS made available approximately $33,500 to each State to educate the public and industry on the potential of the artificial spread of GM. APHIS used contingency funds for GM control activities, in cooperation with the States and the FS, to eliminate identified isolated infestations. APHIS is responsible for all isolated infestations not exceeding 640 acres that occur on State or private land.

Program Evaluations: There were no program evaluations completed in FY 2000.

Objective 3.8 – Emerging Plant Pests – To maintain infrastructure flexibility to deal with a range of plant pest infestations not otherwise covered as an individual budget line item.

Annual Performance Goals/Indicators	1999 Actual	2000 Target	2000 Actual
Eradicate Asian Longhorned Beetle (ALB) (Obj. 3.8)			
Asian Longhorned Beetle infestation sites in the eradication program	7	9	9

2000 Data: APHIS' ALB eradication program consists of detection and delimiting surveys to determine the beetles' scope, regulatory activities to prevent the movement of infested wood products or nursery stock to other States, control activities (including tree removal), methods development activities, and extension/education efforts. APHIS activities are supported by research and technology development conducted by several USDA agencies (USFS and ARS) and university scientists.

Analysis of Results: The performance indicator was met. The performance target was 9 ALB infestation sites in the eradication program. The overall goal of APHIS' eradication program is to eliminate the pest from the U.S. and prevent future ALB introductions without jeopardizing the $80 billion trade market between the U.S. and China. Since its inception in FY 1997, the program has drastically reduced ALB populations in areas that had been heavily infested and the tree removal effort has made outstanding progress. The program expects to find additional infested trees that will require removal or treatment to destroy any pest life stages present. Replacement of removed trees -- at a cost of at least several hundred dollars per tree -- will help restore the environment and maintain public support for the program. Although the eradication program continues at an intensive pace, ALB detection and eradication is extremely difficult since these pests reside so deep in wood. To address this problem, USDA scientists and APHIS methods development personnel have been working with Chinese officials to develop better control methods and treatment techniques. Researchers are also exploring better detection and trapping tools. Until these tools are developed and perfected, inspectors will survey areas

by examining trees for exit or entry holes or frass (sawdust and other insect waste) at the base of trees. The difficulties in survey and detection have led APHIS to initiate - with other technical experts from the Forest Service and other entities outside of APHIS - a re-examination of import issues regarding solid wood packing materials (SWPM) from all parts of the world.

APHIS is very encouraged with the progress in the ALB program due to the low number of newly infested square miles detected in the year 2000. An increase of six new square miles and a total of 157 infested square miles are lower than expected. There were no new isolated outbreak areas. All new infested area is associated with currently identified outbreaks (within the 1½ mile delimiting survey area).

There was no ALB expansion in Illinois this year. This was unexpected as this was the first year that we collected data under new, more aggressive survey protocols. In previous years in Illinois, surveys were limited to within ½ mile of detection locations and often relied on visual survey from the ground. This year we were funded sufficiently to intensely survey the area within 1½ miles of detection sites using better visual methods -- tree climbers and bucket trucks. The results are very encouraging.

The ALB status in New York is not as complete. The size of the infested area is much greater and we were unable to survey according to protocols because of funding requirements and operational issues (contract development, lack of manpower and infrastructure). However, tree climbers and bucket trucks were extensively used in conjunction with ground inspection to survey within ½ mile of most detection locations. Two new areas were discovered: 1) lower east side Manhattan just across the river from Greenpoint in Brooklyn, site of the initial detection; and 2) Flushing Meadows Corona Park, an area centered between satellites outbreaks in Flushing/Bayside and the large outbreak in Brooklyn/Queens. Neither new area was unexpected and did not significantly expand the program.

In FY 2000, APHIS took several steps to bolster the ALB program including: 1) creation of a project director position; 2) enhanced communication, coordination, and staff support; 3) a greatly intensified and coordinated public awareness and outreach component; 4) development and implementation of an effective chemical treatment; 5) development of more aggressive operational guidelines for survey, regulatory, and control; 6) increased use of more effective survey methods like bucket trucks and tree climbers; and 7) significant increased funding ($14 million from CCC, $2.1 million appropriated in FY2000).

The performance goal indicator has changed for calendar 2001. Because the program believes this indicator will be a better measure of program effectiveness, the following performance indicator will be used:

"Total number of square miles infested with Asian Longhorned Beetle"

In calendar 2001, we project that we will find an additional 21 square miles of infested area. Sufficient resources are expected to be available to survey all areas according to new, more aggressive protocols using improved survey techniques exclusively. In addition, enhanced public awareness will be implemented. This will likely uncover a few previously undiscovered infested areas, and the reason for the expected increase in size. Severe winter weather, emergency funding uncertainties, lengthy tree inspections, and chemical treatment contract development and negotiation have impeded program progress, but goals for the year are still attainable.

Program Evaluation: In FY 2000, APHIS PPQ and cooperator program managers and scientists reviewed the current status of the ALB program. This group developed a long-term strategic plan to eradicate ALB from Illinois and New York within 10 years.

Objective 3.9 – Noxious Weeds – To detect and delimit incipient infestations of exotic weed species, and to support weed management initiatives for those species which may damage agriculture and native habitats.

Annual Performance Goals/Indicators	1999 Actual	2000 Target	2000 Actual
Minimize the introduction and establishment of foreign weeds in the U.S. (Obj. 3.9)			
New weed infestations detected/assessed through the National Early Warning System	12	20	See Appendix A

Objective 3.10 – Pink Bollworm – To prevent infestations in the San Joaquin Valley of California, and provide risk-based, area wide management of Pink Bollworm cooperatively with industry.

Annual Performance Goals/Indicators	1999 Actual	2000 Target	2000 Actual
Minimize infestations of Pink Bollworm outside of regulated area (Obj. 3.10)			
New infestations of pink bollworm outside the regulated area	0	2	2

2000 Data: Data for the pink bollworm program is collected by APHIS State Plant Health Directors and their corresponding State plant health regulatory officials. This program is a cooperative effort involving survey, regulatory, and control activities. Pheromone sex lure traps are placed over extensive cotton acreage. In the San Joaquin Valley, sterile pink bollworms are released to effectively eliminate reproduction. Cultural practices (crop rotation, stalk destruction, alternate planting dates, and irrigation restrictions) are also used to control the pest population. California enforces plow-down and planting regulations. APHIS enforces the national quarantine (surveys and regulatory activities) and manages the sterile moth rearing facility in Phoenix, Arizona, and the moth releases in the San Joaquin Valley, California.

Analysis of Results: The pink bollworm program met its 2000 target. The 2 new infestations of pink bollworm outside the regulated area occurred due to the late-season migration of hundreds of native moths into the San Joaquin Valley. The cooperative pink bollworm sterile release program continued to protect cotton in the San Joaquin Valley of California in FY 2000. The program trapped 154 native (non-sterile) moths, compared to 429 in FY 1999. APHIS produced approximately 867 million sterile moths at the Phoenix, Arizona, rearing facility for incremental releases in the San Joaquin Valley. The program continued to improve rearing efficiency and maintained production using less diet material, thereby reducing cost. In addition, program cooperators monitored over 13,200 traps in the San Joaquin Valley to detect any new introductions of pink bollworm. The releases of sterile moths prevent native moths, which migrate into the San Joaquin Valley from the South, from mating successfully. This prevents the pest from becoming established in nearly one million acres of high yielding cotton.

APHIS continued to work with collaborators and cooperators in universities, industry, and Agriculture Research Service to develop a biologically based pink bollworm management system.

Program Evaluations: The Pink Bollworm program met its 2000 target.

Objective 3.11 – Pseudorabies – To erradícate pseudorabies from the swine population of the U.S.

Annual Performance Goals/Indicators	1999 Actual	2000 Target	2000 Actual
Eradicate Pseudorabies (Obj. 3.11)			
States in stage V status	33	41	35

2000 Data: The staff member responsible for each program is also responsible for ensuring the reliability and accuracy of the data.

Analysis of Results: The pseudorabies program did not meet the goal of 41 states in stage V status. A large outbreak of pseudorabies in early FY 2000 in Iowa and Minnesota slowed progress there and affected other states. Weather conditions, poor hogs prices, and the related reduction in vaccination levels contributed to the problems.

Description of Actions and Schedules: As of January 1, 2001, four additional states had reached stage V status and VS expects to be near the target figure for 2001. In November 2000, the Secretary of Agriculture released $56 million from emergency funds to be used to reimburse farmers who voluntarily destroyed swine herds known to be infected. APHIS continues surveillance efforts to identify new or unknown herds. The funds available will help to reduce the numbers of infected herds so that additional states can reach stage V.

Program Evaluations: There were no program evaluations completed in FY 2000.

Objective 3.12 – Scrapie – To control and ultimately eradicate scrapie from the U.S.

Annual Performance Goals/Indicators	1999 Actual	2000 Target	2000 Actual
Eradicate Scrapie (Obj. 3.12)			
Flocks advancing in the Voluntary Scrapie Flock Certification Program	377	400	534

2000 Data: The staff member responsible for each program is also responsible for ensuring the reliability and accuracy of the data.

Analysis of Results: The scrapie program met its 2000 target.

Current Year Performance: The scrapie program is expected to increase the number of certified free herds and meet the target for 2001. VS is planning an eradication program for scrapie. As the program shifts and data about the number of flocks certified free of scrapie is more accessible, the performance goal/indicator will shift to better reflect the change in the program and the data that is available.

Program Evaluations: There were no program evaluations completed in FY 2000.

Objective 3.13 – Tuberculosis – To erradícate tuberculosis from the bovine population of the U.S. by the year 2002.

Annual Performance Goals/Indicators	1999 Actual	2000 Target	2000 Actual
Eradicate Tuberculosis (Obj. 3.13)			
States (including Puerto Rico and Virgin Islands) in accredited free status	46	49	49

2000 Data: The staff member responsible for each program is also responsible for ensuring the reliability and accuracy of the data.

Analysis of Results: The tuberculosis program met its 2000 target.

Current Year Performance: The bovine tuberculosis program will meet the 2001 goal unless surveillance identifies new or reoccurring problems in states already free. In October 2000, New Mexico received class free status for tuberculosis. APHIS received additional emergency funds in late FY 2000 to help with the situations in the two non-free remaining states of Texas and Michigan. Texas has problems with tuberculosis in the El Paso milk shed area and may consider split state status. Michigan has a more complex problem with tuberculosis infecting the wild deer population in portions of the state.

Program Evaluations: There were no program evaluations completed in FY 2000.

Objective 3.14 – Witchweed – To eradicate Witchweed from the U.S. and to maintain survey activities to substantiate that eradication has been accomplished.

Annual Performance Goals/Indicators	1999 Actual	2000 Target	2000 Actual
Reduce acres infested with witchweed			
Acres infested with witchweed at end of season	5540	4900	5400

2000 Data: The witchweed eradication project is a cooperative effort involving APHIS, the North Carolina Department of Agriculture and Consumer Services, and the South Carolina Department of Plant Industry. In North Carolina, APHIS has transferred the responsibility for eradication to the State. APHIS continues to provide the financial and technological support to allow the State to complete the eradication of infested acres, conduct post-eradication surveys, and treat new infestations when detected. In South Carolina, APHIS is responsible for eradicating the remaining infested acres. APHIS will continue providing financial support to both States for surveys to verify eradication and treat new infestations found during these surveys. Surveys to provide information on the status of witchweed and regulatory activities associated with infestations assure that agricultural commodities in the United States are not restricted in the global marketplace.

Analysis of Results: The witchweed program did not meet its 2000 target. In FY 2000, State and Federal cooperative efforts continued moving the program toward eradication. As the program approaches total eradication, it becomes increasingly difficult to eradicate acres. By the end of the 2000 crop season, the original infestation was reduced from nearly 500,000 acres in 1958 down to 5,400 acres. The project's refined survey component has been so effective that some additional small fields have been

added back into the project's total acreage. However, there is still a net reduction in overall farms and acreage, with one additional county being eradicated in South Carolina.

Description of Actions and Schedules: With the elimination of witchweed from known infested sites in North Carolina and South Carolina, PPQ will continue the field surveys in both states and monitor the effectiveness or eradication to detect the last remaining witchweed plants to prevent their survival. Conversely, if witchweed were allowed to spread into the corn belt, it would cause an estimated 10-percent yield loss of the $20 billion corn and sorghum crop in the United States and perhaps adversely affect the export of these crops from the U.S.

Program Evaluations: There were no program evaluations completed in FY 2000.

Strategic Goal 4: Ensure the humane care and treatment of animals covered under the Animal Welfare Act and the various laws protecting horses.

Objective 4.1 – Animal Welfare – To ensure high levels of compliance with the humane care and treatment standards for all warm-blooded animals covered by the Animal Welfare Act and used for research or exhibition purposes, sold as pets, or transported in commerce.

Annual Performance Goals/Indicators	1999 Actual	2000 Target	2000 Actual
Increase the percentage of facilities in compliance (Obj. 4.1)			
Percentage of facilities in compliance	59%	60%	58%

2000 Data: The Animal Care compliance data come from Animal Care inspection reports completed by inspectors at the conclusion of each inspection. With a copy of the inspector's report provided to the facility, there is ample opportunity for inspectors and regulated entities to catch errors and correct them. At the end of the fiscal year data are extracted automatically from Animal Care's database. The resulting database output is combined and summarized for GPRA purposes by an independent analyst in Policy and Program Development (PPD) using microcomputer database and spreadsheet software. Animal Care GPRA compliance data are 90% complete. For FY 2000, compliance data were available for 7222 of the 8029 active facilities in the new LARIS 7 database. The remaining facilities were not completely inspected yet. Next year the data will be more complete.

The validity of Animal Care performance measures was ensured at the beginning of the development process by using a team of front line inspectors and input from stakeholder organizations. The percent of facilities in full compliance with all Animal Care regulations is an excellent overall measure because it is comprehensive. Even those facilities with minor problems that do not directly affect the welfare of the animals are counted as not in full compliance. Many of Animal Care's stakeholder organizations have been accustomed to seeing workload measures such as the number of various kinds of inspections performed. These are not being reported as GPRA results because they are not outcome oriented, but will continue to be monitored by the Animal Care Management Team and reported in other program publications, along with other measures of interest.

Analysis of Results: In past years Animal Care has been able to raise the level of facility compliance gradually. This year the level declined slightly and program failed to realize its target of 60%. The small gap of 2% may disappear next year when compliance data become available for all facilities. To be counted as being compliant for this measure, all a facility's sites have to be inspected and found in 100% compliance. If a facility is partially inspected and in compliance so far as is known, it is not counted in the numerator or denominator until all sites are inspected. However, if a facility is partially inspected and found to have a single noncompliance, it is counted as noncompliant immediately. This may have a temporary lowering effect on the results that will disappear once data for all facility sites are entered into the new computer system.

Description of Actions and Schedules: Although the overall trend in compliance was downward, one class of license, the Class A dealer (or breeder), was responsible; all other classes of license and registration showed increasing levels of compliance compared to the previous year. This may be explained, in part, by the increased enforcement effort placed on Class A dog dealers that commenced during FY 2000. As part of this oversight, aggressive inspection has been identifying and documenting more noncompliant items at these facilities. It is hoped that this increased surveillance will ultimately result in an overall increase in the level of compliance of these commercial dog dealers within the next several years.

Program Evaluations: Animal Care completed no formal program-wide evaluations during FY 2000. However, Animal Care Management examined a detailed breakdown of compliance frequencies and percentages for all regions and classes of facilities. A plot of compliance percentages over five years showed areas of improvement and decline that were useful in deciding where to focus inspection efforts.

Objective 4.2 – Horse Protection – To continue to strengthen association with the horse industry and Designated Qualified Person (DQP) programs through a cooperative working relationship and a comprehensive plan to achieve the elimination of the soring of horses.

Annual Performance Goals/Indicators	1999 Actual	2000 Target	2000 Actual
Reduce the percentage of inspected horses that exhibit signs of soring on the forelegs (Obj. 4.2)			
Percentage of inspected horses that exhibit signs of soring on the forelegs	44%	42%	42%

2000 Data: The Horse Protection data are collected by APHIS Veterinary Medical Officers (VMOs) who inspect horses at horse shows to determine if they have been abused by the practice of soring. The data are recorded on forms and submitted to the program managers for entry into a microcomputer database. The field VMOs devoted to this task were involved in developing the reporting system. They are reporting their own professional judgments and have an incentive to see the data are accurately recorded. The data are not complex. Summary data are shared with them so they can see if there are errors. These data are 99% complete and accurate.

The data presented are an indirect measure of the level of soring of horses shown at horse shows around the country. A more direct measure of whether or not a horse is sore involves a physical exam of the horse by an APHIS VMO. While an exam will indicate if the horse is sore at the time, a negative result gives no assurance that the horse has not been sored in the past, especially in training. The appearance of scarring on the pasterns of horses is a good and reliable indicator of past abuse.

The data were collected only at shows attended by APHIS VMOs. The number of shows attended is approximately 10% of the number of known shows in the country.

Analysis of Results: The program achieved its target. The data shows a slight decrease in the incidence of soring from 44% in FY 1999 to 42% in FY 2000.

Program Evaluations: While no formal program evaluation was conducted during FY 2000, program managers did compare the percentage of winning horses that exhibited signs of soring to the percentage of horses inspected at random and found that winning horses are sored more frequently. This helps to explain the persistence of this cruel practice.

Strategic Goal 5: Develop and apply scientific methods that benefit agricultural producers and consumers, protect the health of American animal and plant resources, and sustain agricultural ecosystems.

Objective 5.1 – Wildlife Services Methods Development – To develop and transfer new, alternative methods and systems for wildlife damage management which are effective, biologically sound, and socially acceptable while improving current wildlife damage management methods and their availability.

Annual Performance Goals/Indicators	1999 Actual	2000 Target	2000 Actual
Develop useful, appropriate methods (Obj. 5.1)			
Number of new and improved wildlife damage management methods tested by the National Wildlife Research Center	18	18	18

2000 Data: APHIS' National Wildlife Research Center (NWRC) developed 18 new or improved methods that demonstrated both innovativeness and potential impact in resolving human/wildlife conflicts. The methods were reviewed by NWRC scientists, Wildlife Services' operational program professionals, stakeholders, and members of other research and development organizations and universities.

Analysis of Results: Overall, this performance goal was met. Many of the 18 methods focus on non lethal and/or integrated management strategies to minimize threats and conflicts to agriculture, industry, natural resources, and human health and safety that are caused by birds, mammals, and rodents.

Program Evaluations: For FY 2000 NWRC completed 5 mid-term or final project reviews that involved a panel of stakeholders, other research/development organizations and universities, NWRC personnel, and Wildlife Services' operational program personnel.

Objective 5.2 – Biotechnology/environmental protection – To facilitate the development of significant biotechnology-derived products that benefit agricultural producers and consumers. To achieve cost-effective compliance with environmental analysis and reporting requirements and to institutionalize a solid environmental ethic within agency programs.

Annual Performance Goals/Indicators	1999 Actual	2000 Target	2000 Actual
Facilitate the development of non-threatening biotechnology derived products (Obj. 5.2)			
New crop varieties genetically engineered	50	56	52

2000 Data: The cumulative number of new crop varieties genetically engineered and found safe for markets is 52. The process that APHIS uses to compile this performance measure relies on data collected and maintained in the PPQ Biotech Permits Database. The data used is the permit/notification information that the individual/entity provides at the time they submit their request. APHIS provides daily Internet updates on field testing and commercialization of new crop varieties. Companies, individual researchers, and others who use this information frequently access this information.

Analysis of Results: APHIS did not meet this performance goal because the program increased the number of comprehensive permits, which allow numerous requests -- up to hundreds -- on one permit. APHIS was able to encourage innovative research and assure appropriate regulatory oversight at the same time. Since the program's inception in 1987, APHIS has deregulated 52 genetically engineered crop varieties, with 2 new occurring in FY 2000. Corn is the highest genetically engineered application.

Description of Actions and Schedules: APHIS is reviewing its process for counting its comprehensive permits. Also, due to the heightened concern by the public over environmental and food safety of genetically engineered products, coupled with an expanding array of new products, APHIS is working with the Department and its stakeholders to assure that the scientific basis of APHIS' regulatory review remains current and accurate.

Program Evaluations: There were no program evaluations completed in FY 2000.

Objective 5.4: Plant Methods Development Laboratories – To develop and transfer biologically sound plant pest exclusion, detection, suppression, and control technologies and systems for APHIS and its stakeholders.

Annual Performance Goals/Indicators	1999 Actual	2000 Target	2000 Actual
Develop useful, appropriate methods (Obj. 5.4) Percentage of new technologies transferred that have reduced established populations of invasive pests, or have improved efficiencies or effectiveness in excluding pests, detrimental to agriculture or plant ecosystems	N/A	60%	See Appendix A

Objective 5.5: Ensure that veterinary biologics are pure, safe, potent and effective

Annual Performance Goals/Indicators	1999 Actual	2000 Target	2000 Actual
Ensure that veterinary biologics are pure, safe, potent, and effective (Obj. 5.5) Licenses and permits issued annually after review, testing and inspection	139	140	122

2000 Data: APHIS reviewed, tested, and inspected 122 licenses and permits during 2000. The sources for the data are from the Veterinary Biologics Information System databases that record information on all serials processed through the Center for Veterinary Biologics. Targets were set after validating 1999 results and anticipating improvements in surveillance methods.

Analysis of Results: APHIS did not meet the goal of 140 licenses and permits issued because the Center for Veterinary Biologics (CVB) has had to maintain at least a 10% vacancy rate in Fiscal Year 2000 in order to stay within budget. These vacancies have created a situation where the number of submissions processed (licenses and permits issued) has decreased while the backlog of submissions has increased. The impact of these declining budgets and staffing levels have had a real impact on the number and quality of submissions.

Description of Actions and Schedules: The Center for Veterinary Biologics (CVB) conducts product inspections, facilities inspections and sets standards concerning the manufacturing and testing of these products. While testing is an incentive for industry to produce acceptable products, it is only one method used to identify serials that should not be marketed. Limited current and anticipated resources do not permit greatly increased numbers of serials tested by CVB. For these reasons, APHIS will report on a revised measure in the future. Currently CVB has increased selected testing, facilities inspections, and test summary reviews to identify and target problem products and firms. The ultimate goal, as found in the Virus-Serum-Toxin Act of 1913, is to reduce the number of "worthless, contaminated, dangerous, or harmful serials" released to the market to zero through increased testing and inspection, and improved standards. So the new measure will focus on the percentage of product serials withheld from the market, determined by the required testing and manufacturing guidelines to be worthless, contaminated, dangerous or harmful. Finding more unacceptable serials is the intermediate measurable goal.

Current Year Performance: APHIS anticipates it will achieve the established target in 2001.

Program Evaluations: There were no program evaluations completed in FY 2000.

Management Initiatives

Management Initiative 1 – Improve results and service – APHIS will achieve results that our customers and stakeholders need while providing the service they expect.

Annual Performance Goals/Indicators	1999 Actual	2000 Target	2000 Actual
Improve results and service			
Percentage of APHIS employees operating from standard hardware/software platform	90%	95%	See Appendix A
All APHIS programs and activities are delivered in a manner which is free from discrimination			
Level of outreach increased	50%		See Appendix A
Reduction in percent of complaints or allegations of discrimination in program delivery by customers and service beneficiaries			See Appendix A
APHIS employees and applicants are valued for their diversity and afforded equal opportunity in all aspects of employment such as recruitment, hiring, promotion, career development and awards			
Progress made toward decreasing under representation	1%		See Appendix A
Number of employment discrimination complaints by employees and applicants are reduced	55%		See Appendix A
APHIS employees and managers are responsible for working together to resolve the problems at the lowest level of the organization which minimizes the need for formal resolution			
Number of employees using informal options prior to filing formal complaints			See Appendix A

Annual Performance Goals/Indicators	1999 Actual	2000 Target	2000 Actual
Percentage of employees receiving mandatory civil rights training	100%	100%	100%

2000 Data: 6,193 permanent full time APHIS employees completed civil rights training.

Analysis of Results: In order to ensure that all employees receive the mandatory civil rights training, the *USDA Special Emphasis Programs – Self Study Guide* was mailed to all employees and also posted to the APHIS intranet. In addition, Cultural Diversity training was provided to all employees by providing access through America Media Institute to a web-based on-line training course, and a video course was also provided.

Program Evaluations: Monitoring of this program was done using self-certification.

Management Initiative 2 – Improve program efficiency.

Annual Performance Goals/Indicators	1999 Actual	2000 Target	2000 Actual
Increase the ratio of supervisors to employees to direct a higher percentage of Agency resources to service delivery	1:8		See Appendix A
Reduce the number of APHIS regional locations to maximize efficiencies and cross-utilization of resources	7		See Appendix A

Management Initiative 3 – Stewardship

Annual Performance Goals/Indicators	1999 Actual	2000 Target	2000 Actual
Percentage of eligible delinquent debt sent to Treasury for administrative offset and debt management cross servicing	N/A	N/A	N/A
Convert to FFIS system by FY 2001	N/A	Completed	Completed

2000 Data: The FFIS system was officially converted on October 1, 2000.

Analysis of Results: The system is currently up and running. However, for FY 2001, the Department has decided to integrate five NFC feeder systems into FFIS. The feeder systems are TELE (Telephone), UTVN (Utilities), FEDS (Fedstrip), FTSP (Federal Telecommunication System), and MPOL (Motor Pool). Integrating these systems means that the Department will eliminate the feeder systems and agencies will instead directly enter data into FFIS.

Program Evaluations: This feeder integration will be the primary project related to FFIS that APHIS will work on in FY 2001. In addition, we will continue to refine how we've configured FFIS, as well as learn how to operate under this new system. Program managers in Marketing and Regulatory Programs' Business Services are responsible for assessing the system and planning changes as needed.

Animal and Plant Health Inspection Service
Appendix A

- Discontinued Performance Measures -

Goal 1: Safeguard U.S. plant and animal resources against introductions of foreign pests and diseases, while meeting international trade obligations.

Objective 1.1: Agricultural Quarantine Inspection - To maintain the risk of introduction of invasive species in the U.S. at acceptable levels to protect American agricultural resources, maintain marketability of agricultural products, and facilitate the movement of people and commodities across the borders.

Minimize the risk of invasive species introduced into the U.S.

Approach rates at U.S. borders for
- International air travelers
- Border vehicles
- Cargo: Sea (refrigerated)
- Sea (non-refrigerated)
- Air

Explanation: APHIS determined that these indicators did not prove to be useful in measuring overall program effectiveness.

Objective 1.8: Invasive Species (prevention) - To enhance APHIS' ability to perform its mission as it relates to preventing the introduction of invasive species in support of Presidential Executive Order 13112 and the National Plant Board's recommendations from their review of APHIS' Pest Safeguarding System.

Enhance APHIS' ability to perform its mission as it relates to preventing the introduction of invasive species in support of Presidential Executive Order 13112 and the National Plant Board's recommendations from their review of APHIS' Pest Safeguarding System

- New Pathway risk analyses completed
- New invasive species pathways determined

Explanation: The Invasive Species programs to provide these activities were not funded by Congress. Other continuing plant pest detection activities are reported under Strategic Goal 2.

Goal 2: Minimize agricultural production losses and export market disruptions by quickly detecting and responding to new invasive agricultural pests and diseases or other emerging agricultural health situations.

Objective 2.5: Invasive Species (survey) - To enhance APHIS' ability to perform its mission as it relates to the surveillance and detection of invasive species in support of Presidential Executive Order 13112 and the National Plant Board's recommendations from their review of APHIS' Pest Safeguarding System.

Enhance APHIS' ability to perform its mission as it relates to the surveillance and detection of invasive species in support of Presidential Executive Order 13112 and the National Plant Board's recommendations from their review of APHIS' Pest Safeguarding System.

- New agreements to detect invasive species
- Detections made as a result of these agreements

Explanation: The Invasive Species programs to provide these activities were not funded by Congress. Other continuing plant pest detection activities are reported under Strategic Goal 2.

Animal and Plant Health Inspection Service
Appendix A

- Discontinued Performance Measures -

Goal 3: Minimize risks to agricultural production, natural resources, and human health and safety by effectively managing existing agricultural pests and diseases and wildlife damage in the U.S.

Objective 3.9: Noxious Weeds - To detect and delimit incipient infestations of exotic weed species, and to support weed management initiatives for those species that may damage agriculture and native habitats.

Minimize the introductions and establishment of foreign weeds in the U.S.

New weed infestations detected/assessed through the National Early Warning System

Explanation: This performance measure, while still of interest internally, does not accurately reflect the outcomes of the program because it is a multi-departmental initiative (jointly conducted by USDA, USDOI, and the state governments) and is still in its developmental stages.

Goal 5: Develop and apply scientific methods that benefit agricultural producers and consumers, protect the health of American animal and plant resources, and sustain agricultural ecosystems.

Objective 5.4: Plant Methods Development Laboratories - To develop and transfer biologically sound plant pest exclusion, detection, suppression, and control technologies and systems for APHIS and its stakeholders.

Develop useful, appropriate methods

Percentage of new technologies transferred that have reduced established populations of invasive pests, or have improved efficiencies or effectiveness in excluding pests, detrimental to agriculture or plant ecosystems.

Explanation: APHIS analysis concluded that these indicators do not prove to be useful in measuring overall program effectiveness because good data are not available.

Management Initiative #1

Improve results and service

Percentage of APHIS employees operating from standard hardware/software platform

All APHIS programs and activities are delivered in a manner which is free from discrimination

Level of outreach increased

Reduction in percent of complaints or allegations of discrimination in program delivery by customers and service beneficiaries

APHIS employees and applicants are valued for their diversity and afforded equal opportunity in all aspects of employment such as recruitment, hiring, promotion, career development and awards

Progress made toward decreasing under representation

Number of employment discrimination complaints by employees and applicants are reduced

APHIS employees and managers are responsible for working together to resolve the problems at the lowest level of the organization which minimizes the need for formal resolution

Number of employees using informal options prior to filing formal complaints

Animal and Plant Health Inspection Service
Appendix A

- Discontinued Performance Measures -

Management Initiative #2

Improve program efficiency

Increase the ratio of supervisors to employees to direct a higher percentage of Agency resources to service delivery

Reduce the number of APHIS regional locations to maximize efficiencies and cross-utilization of resources

Explanation of discontinued measures for management initiatives: These performance measures have been discontinued. The performance goals/indicators did not accurately represent the progress made in improving results and services. Current strategic planning initiatives along with the implementation of new procedures have made it difficult to compare and analyze the data around the 1999 measures with the data collected in 2000. However, in the area of Civil Rights, related measures are reported directly to the Department through the Civil Rights Accomplishments Report. Similar reporting processes to the Department apply in the areas of Information Technology and Stewardship. These measures are currently being reviewed to determine which ones may more accurately represent APHIS' progress in this area. APHIS continues to report out on mandatory training in the area of Civil Rights policy.